

The Impact of Globalization on Organizational Performance in Uganda: Evidence from Madhvani Sugar Factory

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ABSTRACT

The study looked into how Ugandan organizations performed in globalization. The study's goals were to: (1) ascertain how trade liberalization affected Madhvani Sugar Factory's organizational performance; (2) analyze how technology development affected Madhvani Sugar Factory's organizational performance; and (3) investigate the impact of global competition. A cross-sectional study design was applied. Questionnaires were distributed to ninety (90) unit supervisors from the sugar factory. Only eighty-one (81) complete and valid questionnaires were received back, nevertheless. To get precise results, descriptive statistics using frequencies and percentages were employed. Consequently, it was determined that the impact of globalization on the performance of businesses is dynamic and dependent on how strategically firms respond to the opportunities and problems it poses. Proactively managing globalization-related factors and successfully adapting to them boost an organization's competitiveness, resilience, and overall performance.

Keywords: Globalization, Organizational Performance, Madhvani Sugar Factory, Uganda

INTRODUCTION

Globalization has had a substantial influence on organizational performance in Uganda, notably in businesses like Madhvani Sugar Factory. Globalization refers to the interconnection of economies, cultures, and civilizations made possible by worldwide commerce, technology, and communication (Oluwagbade & Ibidapo, 2024). In Uganda, globalization has altered numerous areas of organizational performance at the Madhvani Sugar Factory, including production processes, market dynamics, and competitiveness. Globalization is one of the historical developments that is posing a challenge to world unification by eroding state borders and facilitating unfettered cross-border movement of capital, technology, products, and services. Globalization has a significant influence on the cultural, political, social, and economic growth of many countries. It also has a significant impact on the development of youth and children, particularly in developing nations. Those who support and advocate for increased economic integration across national borders have given positive connotations to globalization; on the other hand, those who see it as a threat to social cohesion and the advancement of unrestrained capitalism, which undercuts the traditional roles of the states, have vigorously opposed and criticized it (Okpara, 2022). Globalization is a continuous phenomenon that is defined by the increasing interconnectedness and interdependence of people, businesses, and states on a global scale. Cross-border integration of the political, social, cultural, and economic systems is a process that increases the movement of capital, people, ideas, and things (Simon Ayuk, 2023).

The dynamics of globalization encompass political, social, and economic aspects. The research on the growth of entrepreneurship has placed greater emphasis on the impact of economic globalization. All factors, nonetheless, have a significant influence on entrepreneurial activity in a given area. For this reason, this study examines globalization's nonlinear effects on entrepreneurship's growth from all angles (Ahmad et al., 2022).

Conversely, industries or businesses that cannot adjust to change will suffer and lose out on the advantages of globalization. It is impossible to overlook the dangers and consequences of globalization, particularly for emerging economies. In addition to globalization, there was no discernible tendency toward environmental deterioration, unethical economic practices, or unequal wealth distribution. These shortcomings have widened the wealth disparity in nations like the growing Turkic states, particularly in African nations (Simşek, 2023).

The World Trade Organization (WTO) has 164 members as of 2020, representing 98 percent of global commerce, due to the increasing growth of international trade. Nevertheless, during the 1990s, the globe saw an unparalleled increase in the number of regional trade agreements (RTAs), in addition to this vast multilateral trading system, including those involving the World Bank, International Monetary Fund, and World Trade Organization are all expected to result in much-needed capital investment and technological advancement (Huang et al., 2020). According to Bolatito and Madinah (2024), improving infrastructure, industrialization, and innovation are critical for driving economic growth and development in every country throughout the world as part of a globalized world. Increased market rivalry is one of the most significant ways that globalization has influenced organizational effectiveness at the Madhvani Sugar Factory. As Uganda has opened up to global markets, the sugar business has become more competitive as a result of foreign goods and investments. This has compelled local businesses such as the Madhvani Sugar Factory to increase their efficiency, quality standards, and innovation in order to remain competitive both domestically and globally.

Nonetheless, some macroeconomic indicators point to the economy performing poorly despite the actions made to reduce external debt, trade liberalization, and decrease the amount of debt services. These factors include inadequate infrastructure, widespread corruption, poor savings, poor capital formation, and inefficiencies within the public sector.

Globally, public enterprises are established to provide specialized services and foster social and economic advancement (Ukwu, 2023). On the other hand, globalization through its impact on foreign direct investment, financial capital inflows, technological transfer, and international trade exerts a huge influence on economic activities that may have direct and adverse effects on any economy. The influence of globalization on employment opportunities, politics, culture, technology, education, social relations, tourism, labor migration, and energy consumption among others has been extensively researched (Akadiri et al., 2020).

Objectives of the Paper

This paper aims to investigate how the many facets of globalization impact Uganda's diverse organizations' performance with the main goal to determine how globalization affected the Madhvani Sugar Factory's performance in Uganda. Other specific objectives were considered such as;

- (1) To determine the influence of trade liberalization on organizational performance in Madhvani Sugar Factory.
- (2) To analyze the influence of technology development on organizational performance in Madhvani Sugar Factory.
- (3) To examine the influence of global competition on organizational performance in Madhvani Sugar Factory.

REVIEW OF LITERATURE

Worldwide Integration

It is now standard practice to remove trade barriers and for investment and trade to flow across international borders. The procedure of reaching out to potential clients in the outside world to enhance commerce, remove barriers and bottlenecks, and facilitate the flow of money, labor, and goods is known as globalization. According to a recent New York Times article, globalization in the last several decades has left communities open to a wide range of hazards because it is "an under-regulated, complacent form of interconnection" (Goodman, 2020: B4). Afamefuna Ifedi (2020) explores how globalization has made it easier for people to travel to all corners of the globe. This is driven by the ongoing advancement of information technologies, as well as migration and cross-border movement of people, and how this has affected political and economic inequality in Africa. He shows how the meaning and consequences of "globalization" have been hotly debated since the 1990s when it first became a crucial obsession for academics and commentators. He also demonstrates how political and economic globalization are two realities that are frequently seen as being in their infancy in the development of the capitalist world economy, where transnational capital dominates both domestic and international spheres and has an effect on African political conditions. He goes on to explain how the fifteenth-century European interaction with Africa resulted in the continent's political exclusion and economic exploitation.

Furthermore, globalization has also affected organizational performance at the Madhvani Sugar Factory by providing access to new technologies and best practices from around the world. Through partnerships with international firms and exposure to global trends, the factory has been able to adopt modern production techniques, improve its supply chain management, and enhance its overall operational efficiency.

Additionally, globalization has influenced organizational performance at the Madhvani Sugar Factory by expanding market opportunities beyond Uganda's borders. The factory has been able to export its products to new markets, diversify its customer base, and increase its revenue streams as a result of globalization. This has not only boosted the factory's financial performance but also enhanced its reputation as a reliable supplier in the global market.

Moreover, globalization has impacted organizational performance at the Madhvani Sugar Factory by shaping labor dynamics and human resource management practices. The factory has had to adapt to changing workforce demographics, skills requirements, and labor regulations influenced by global trends. By investing in employee training, talent development, and diversity initiatives, the factory has been able to enhance its productivity, employee satisfaction, and overall organizational performance.

Additionally, the notion of globalization implies that trade, investment, and capital accumulation take place both domestically and internationally to improve capital flows, which will lead to the establishment of a new international order complete with institutions and a web of power interactions. The phenomenon of globalization has been fostered and maintained in significant economic domains as trade connections and investment currents expand in complexity across international borders. The term "globalization" describes the rapid expansion in the flow of intangible and tangible commodities in all areas-national, regional, and worldwide as well as the intensification of global economic activity. Globalization has been utilized over time as a tool to boost economic performance in emerging nations and to improve the success and expansion of commercial organizations. The term "economic globalization" describes the rise in international trade and investment, driven mostly by the flow of people, products, capital, and technology. Notably, trade liberalization legislation, cash flow communication, and growing economic integration worldwide are the causes of economic globalization.

Performance

Individual performance is a prerequisite for organizational performance; put another way, its output will influence organizational performance (Akob et al., 2020; Haerani et al., 2020). It is now a hot topic in several industries, including business, sports, government, and education. Organizational performance refers to management strategies that increase the company's profitability. It illustrates the discrepancy between expected and actual performance based on the goals and objectives in order. Three distinct areas comprise the organizational performance: the financial performance, which includes profit, return on investment, and asset, the market performance, which includes shares and sales, and the shareholder's return with economic value (Saleem, 2021).

An organization's or business's performance is evaluated by other businesses in the same industry or product line based on its output, turnover rate, market share, product quality, and profit. Efficiency, effectiveness, productivity, profitability, and competitiveness are always associated with performance, among other factors. Performance is a reflection of productivity as determined by the organization's growth, development, and expansion as well as its revenue and profit (Adudu et al., 2021). Every business has aims, goals, and objectives, depending on the situation, thus it's critical to assess how well the staff and management can meet the goals.

Even when performance isn't touched, it can be seen and understood. It becomes apparent following the completion of a task or series of tasks. It might have a good or bad impact. While a poor performance is perceived as a failure or the act of losing a strong performance highlights success and victory. On the scale used for assessment or measurement, it might be classified as low or high. An organization's success is measured by its profitability, operational effectiveness, growth, market share, and productivity (Adudu et al., 2021). Performance refers to the efficiency of all the instruments and equipment utilized to accomplish a specific task. Though occasionally there is a gentle touchdown when it comes to a range that includes maximal performance, partial performance, and non-performance, society at all levels is always reviewing each institution or organization to assign it a passing or failing grade.

METHODOLOGY

A cross-sectional study design was chosen for the crucial purpose of study design that offers valuable insights into the prevalence and distribution of variables within a population at a specific point in time. While it has limitations regarding establishing causality, it remains a crucial tool for research in Madhvani sugar mill. This is a type of observational research that analyses data collected from a population at a specific point in time. This study design aims to provide an observation of the characteristics or prevalence of a particular phenomenon within the Madhvani sugar mill under investigation. Unlike longitudinal studies that follow participants over an extended period, cross-sectional studies are conducted at a single time point. By using a purposeful selection strategy, managers and supervisors from the various departments of the Madhvani sugar mill in Jinja were selected as the study's sample. Consequently, questionnaires were distributed to ninety (90) unit supervisors from the sugar factory. Only eighty-one (81) complete and valid questionnaires were received back, nevertheless.

The Cronbach alpha was used to evaluate the scale's dependability, and the result was 0.934., suggesting that the instrument had strong support

Before performing correlation and regression analyses and employing the SPSS computer package 2.0 to evaluate how globalization has affected organizational performance in the sugar industry, descriptive statistics were examined. Considering the information provided, the research's primary constraints were the limited sample magnitude and the use of human perceptions to gauge success. However, the return rate was high enough to yield the intended outcomes, which are mentioned subsequently.

FINDINGS

Determining the Impact of Trade Liberalization on the Performance of Organizations

Views on trade liberalization expressed by respondents are shown in Table 1. As the table shows, the respondents' responses to the statement "trade liberalization encourages trade between my company and its overseas associates" were, in order, 57.3%, 39.0%, 3.7%, 0.0%, and 0.0% strongly agreed, agreed, undecided, disagree, and strongly disagree. Furthermore, the respondents to the statement "Trade liberalization helps my organization operate at its best" were 51.2%, 42.7%, 6.1%, 0.0%, and 0.0%, respectively, strongly agreeing, agreeing, unsure, disagreeing, and disagreeing. In addition, the following percentages responded to the statement: "in the manufacturing sector, there have been no obstacles to foreign ": 35.4%, 41.5%, 4.9%, 17.1%, and 1.2% strongly agreed, agreed, uncertain, disagree, and strongly disagree. Additionally, the following responses were given the statement: "Globalization has made it possible for free trade in goods and services, which has greatly benefited my organization": 59.8%, 36.6%, 3.7%, 0.0%, and 0.0%, strongly agreed, agreed, undecided, disagree, strongly disagree. Finally, the following responses were given to the statement: "My organization has been able to achieve milestones because governments no longer have undue influence over business": 50.0%, 42.7%, 3.7%, 3.7%, and 0.0% strongly agreed, agreed, undecided, disagree and strongly disagree This indicates that the respondents believe trade liberalization affects their companies.

Table 1. Perspectives of participants on trade liberalization

| No. | Statement | SA | A | N | D | SD |
|-----|---|----------|----------|--------|----------|--------|
| 1. | Trade liberalization promotes commerce between my business and its overseas associates. | 47(57.3) | 32(39.0) | 3(3.7) | 0(0.0) | 0(0.0) |
| 2. | Trade liberalization helps my organization operate at its best. | 42(51.2) | 35(42.7) | 5(6.1) | 0(0.0) | 0(0.0) |
| 3. | In the manufacturing sector, there have been no obstacles to foreign trade. | 29(35.4) | 34(41.5) | 4(4.9) | 14(17.1) | 1(1.2) |
| 4. | Globalization has made it possible for free trade in goods and services, which has greatly benefited my organization. | 49(59.8) | 30(36.6) | 3(3.7) | 0(0.0) | 0(0.0) |
| 5. | My organization has been able to achieve milestones because governments no longer have undue influence over business. | 41(50.0) | 35(42.7) | 3(3.7) | 3(3.7) | 0(0.0) |

Analyzing the Impact of Technology Advancement on Organizational Effectiveness

Participants' opinions on technological growth are displayed in Table 2. The results of the survey indicate that concerning the statement; "in my organization, work process and procedures are improved by advanced technology" 52.4%, 45.1%, 2.4%, 0.0%, and 0.0% strongly agreed, agreed, undecided, disagreed, and strongly disagree, respectively. In a similar spirit, the following percentages responded to the statement: "In my company, technology fosters good product innovation and creativity": 54.9%, 37.8%, 6.1%, 1.2%, and 0.0% strongly agreed, agreed, undecided, disagree, and strongly disagree. In addition, the following percentages responded to the statement": 64.6%, 34.1%, 1.2%, 0.0%, 0.0% strongly

agree, agree, unsure, disagree, strongly disagree. Comparatively, 54.9%, 42.7%, 2.4%, 0.0%, and 0.0% disagree, disagree strongly, agree, disagree, and uncertain on the statement that:” in my organization, the means and procedures for manufacturing goods and services have spread quickly, in that order. Finally, the following responses were given to the statement: “effective relationships and communication in my organization have been facilitated by the advancements in transportation, telecommunication, and internet technologies”:57.3%, 39.0%, 2.4%, 0.0% in line with strongly agree, agree, unsure, disagree, and strongly disagree. This indicates that the majority of respondents believe that their company's ability to operate and survive is negatively impacted by global competition.

Table 2. Views of participants regarding technology advancement

| No. | Statement | SA | A | N | D | SD |
|-----|---|----------|----------|--------|--------|--------|
| 1. | In my organization, work processes and procedures are improved by advanced technology. | 43(52.4) | 37(45.1) | 2(2.4) | 0(0.0) | 0(0.0) |
| 2. | In my company, technology fosters good product innovation and creativity. | 45(54.9) | 31(37.8) | 5(6.1) | 1(1.2) | 0(0.0) |
| 3. | In my organization, technology enhances good packaging and improves product value. | 53(64.6) | 28(34.1) | 1(1.2) | 0(0.0) | 0(0.0) |
| 4. | In my organization, the means and procedures for manufacturing goods and services have spread quickly. | 45(54.9) | 35(42.7) | 2(2.4) | 0(0.0) | 0(0.0) |
| 5. | Effective relationships and communication in my organization have been facilitated by the advancements in transportation, telecommunication, and internet technologies. | 47(57.3) | 32(39.0) | 2(2.4) | 2(2.4) | 0(0.0) |

DISCUSSION

The study revealed the strong impact of globalization on the organizational performance of the Madhvani sugar factory in Jinja. Globalization has had a tremendous impact on organizational dynamics across the world. As countries grow increasingly linked, firms must adapt to be competitive. Findings further explain how globalization impacts the performance of the organization in terms of trade liberalization and technological advancement all of which sum up performance and organizational effectiveness. Here are some important aspects on the influence of globalization on organizational performance:

- 1. Market Access and Competition:** Globalization creates new markets and possibilities for business such as Madhvani Sugar Factory gains access to foreign markets for its products. However, rising rivalry from global businesses creates issues. To be competitive, the plant must improve its efficiency and product quality.
- 2. Supply Chain Integration:** Global supply chains enable firms to get raw materials and components from a variety of nations. Madhvani Sugar Factory may profit from effective supply chain management by obtaining high-quality inputs at reasonable pricing.
- 3. Technology Transfer:** Globalization facilitates technology transfer. The factory can adopt advanced production techniques, machinery, and automation. Improved technology can enhance productivity, reduce costs, and improve product quality.

4. **Labour Mobility:** Globalization promotes worker mobility. The factory might hire qualified personnel from other nations or send its staff to training overseas. A knowledgeable workforce enhances organizational performance.
5. **Cultural Adaptation:** Madhvani Sugar Factory operates in a worldwide world with several cultural influences. Understanding and adjusting to cultural differences may boost employee morale, teamwork, and overall productivity.
6. **Legal and Regulatory Challenges:** Globalization necessitates adherence to international norms, trade agreements, and laws. The factory must manage legal complications in order to run smoothly.

Considering globalization, Madhvani Sugar Factory's organizational structure, culture, and practices should be strategically aligned to succeed in the global economy. Embracing the concepts of high-performance companies may boost efficiency, creativity, and competitiveness. Furthermore, developing a global mentality among employees and management will be critical for long-term success. Trade liberalization facilitated by globalization has led to increased competition and market integration as trade barriers have been reduced a situation that allows competition in a global market.

Technological advancements facilitated by globalization have improved the performance of the organization as increased productivity, innovation, creativity, and internet technologies are witnessed in a situation that allows technological growth. Technological developments and trade liberalization highlight the necessity of innovation and adaptability for survival in a globalized, cutthroat environment.

Globalization and its Influence on Organizational Performance

According to Bhaumik et al. (2020), globalization has had a substantial impact on the functioning of companies across the world, especially in Uganda. This phenomenon has created new problems and possibilities for organizations, requiring them to adapt and innovate in order to remain competitive. The Madhvani Sugar Factory, a major player in Uganda's sugar sector, has witnessed these developments firsthand. Furthermore, globalization has created new markets and chances for businesses to extend their operations globally. This expansion may result in higher revenue and growth for businesses that can effectively handle the hurdles of operating in several nations and cultures. However, it also introduces problems like as cultural differences, regulatory concerns, and political instability, which can have an influence on organizational performance.

Globalization has also allowed the cross-border flow of information, technology, and best practices, allowing firms to learn from one another and implement successful methods from across the world. This exchange of ideas may help firms improve their processes, goods, and services, resulting in higher performance and competitiveness.

Similarly, globalization has raised the necessity for firms to have diverse and multicultural teams in order to function efficiently in a globalized world. Organizations may benefit from a greater range of ideas, talents, and experiences by bringing together people from various backgrounds and viewpoints, which can drive innovation and enhance decision-making.

Furthermore, globalization has opened up new markets and opportunities for organizations to expand their operations internationally. This expansion can lead to increased revenue and growth for organizations like Madhvani Sugar Factory's that are able to successfully navigate the complexities of operating in different countries and cultures. However, it also presents challenges such as cultural differences, regulatory issues, and political instability that can impact organizational performance.

Global Factors that can Affect Madhvani Sugar Factory's Performance

Several global factors have contributed to the transformation of the Madhvani Sugar Factory's performance. These factors include:

1. **International Trade Policies:** Changes in international trade policies have influenced the company's access to markets, affecting its sales and revenue. For instance, the establishment of the African Continental Free Trade Area (AfCFTA) could provide new market opportunities for Ugandan businesses, including Madhvani Sugar Factory.
2. **Technological Advancements:** Technological advancements have played a crucial role in optimizing production processes, reducing costs, and enhancing product quality. The adoption of modern technologies has enabled the Madhvani Sugar Factory to increase its efficiency and competitiveness in the global market.
3. **Global Competition:** Increased global competition has forced the Madhvani Sugar Factory to focus on product innovation, quality improvement, and cost reduction. By implementing best practices and adopting advanced technologies, the company has been able to maintain its position in the market.
4. **Foreign Direct Investment (FDI):** FDI has facilitated the transfer of capital, technology, and expertise to Uganda, promoting economic growth and development. The Madhvani Sugar Factory has benefited from FDI through collaborations, partnerships, and joint ventures with foreign investors.

Overcoming Challenges and Leveraging Opportunities in a Globalized World

To thrive in a globalized environment, the Madhvani Sugar Factory has adopted various strategies to address challenges and leverage opportunities:

1. **Diversification:** The company has diversified its product portfolio to cater to various market segments and reduce dependency on a single market or product. This diversification strategy has helped stabilize revenue and minimize risks associated with market fluctuations.
2. **Value Chain Integration:** By integrating its value chain, the Madhvani Sugar Factory has been able to control critical activities and improve efficiency. This integration has resulted in cost savings, better quality control, and enhanced customer satisfaction.
3. **Capacity Building:** The company has invested in human capital development and training programs to enhance employee skills and knowledge. This focus on capacity building has improved productivity, efficiency, and innovation within the organization.
4. **Corporate Social Responsibility (CSR):** The Madhvani Sugar Factory should embrace CSR initiatives to build strong relationships with local communities, fostering a positive brand image and ensuring long-term business sustainability. To promote sustainable development, the Madhvani Sugar Factory should form a strategic collaboration with other private sector to improve public utilities in a professional management that prioritize people's well-being for promote public trust, transparency, and accountability, CSR of Madhvani Sugar Factory projects should be proactive, sensitive, and capable of meeting the needs and opinions of the public (Bolaito, 2019).

CONCLUSION

This study explored the influence of globalization on the organizational performance of Madhvani Sugar Factory, a major player in Uganda's sugar sector. The findings show that globalization has a varied impact on the company's performance, with both good and negative consequences. On the plus side, globalization has created new markets for Madhvani's sugar exports, resulting in increased income and economic prosperity. Furthermore, exposure to worldwide competition has pushed the corporation to adopt new technology and improve

manufacturing efficiency. This, in turn, has helped to increase product quality and competitiveness on the worldwide market.

Madhvani has faced issues as a result of globalization. The inflow of lower-cost sugar imports from other nations has put strain on the company's profit margins. Furthermore, complying with tougher international quality standards and environmental requirements has needed large investments, which have strained the company's financial resources. It has also raised concerns about import competition and regulatory compliance. As Madhvani navigates the shifting terrain of globalization, it is critical that the organization take proactive steps to maximize possible advantages while limiting related risks. To manage the complexity of the international market, ongoing innovation, cost minimization, and the formation of strategic alliances may all help. By efficiently tackling these problems and seizing relevant possibilities, Madhvani Sugar Factory can secure its long-term viability and success in the ever-changing global market.

In conclusion, globalization brings with it obstacles that enterprises must overcome in addition to opportunities for improved competitiveness, expanded market access, and access to a variety of resources. Stated differently, the impact of globalization on the performance of businesses is dynamic and depends on how strategically firms respond to the opportunities and difficulties it brings about. Adapting well and managing globalization-related concerns proactively leads to increased organizational competitiveness, resilience, and overall performance. Globalization has had a profound impact on organizational performance at the Madhvani Sugar Factory in Uganda. By embracing global opportunities, adapting to international standards, and leveraging external resources, the factory has been able to improve its competitiveness, expand its market reach, and enhance its operational efficiency in a rapidly changing globalized economy.

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